MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

SUPPLEMENTARY EXAMINATION

TRIMESTER 1, 2015/2016

BLD3104 LEADERSHIP

(All sections / Groups)

17 NOV 2015
2.30 PM – 4.30 PM
(2 HOURS)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **8 pages** including the Cover Page.
2. Answer **ALL** questions in both Sections. All questions in Section A carry equal marks and the distribution of the marks for each question in Section B is given.
3. Please shade your answers for Section A in the Multiple Choice Answer Sheet.
4. Please write your answers for Section B in the Answer Booklet.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

Answer ALL Questions in This Section. Choose the best option for each question.

1. Which of the following statements is true of the contingency approach to leadership?
   A) A leadership style that works in one situation will work in all situations.
   B) These approaches seek to investigate traits that can improve performance in all situations.
   C) The needs, maturity, and cohesiveness of followers have been identified as a key contingency.
   D) These approaches hold that behaviour that is effective in some circumstances is effective under all conditions.
   E) A leader should always specific the task objectives and responsibilities.

2. A management professor wants to explain why a new paradigm leader is a facilitator rather than being a controller. Which of the following is the correct reason?
   A) The most important element of an organisation's revenues is becoming the number of working hours.
   B) The financial basis of today's economy is becoming information rather than tangible assets.
   C) The old assumptions of sharing power and getting all employees involved are no longer valid.
   D) The success of an organisation in today's world depends on the wealth of its owners.
   E) The most effective leader discourages employees from making contribution to the organisation.

3. In the context of using substitutes for leadership, which of the following factors tends to substitute for leader task orientation?
   A) Love-based motivation
   B) Socialization
   C) Formalized rules
   D) Creative and ill-defined tasks
   E) Self-interest

4. Scott Thompson resigned as the CEO of Yahoo after only four months on the job because reports revealed he had inaccurately claimed on his resume that he had a degree in computer science. This is an example of _____
   A) arrogance.
   B) unethical behaviour.
   C) servant leadership.
   D) stewardship.
   E) self-confidence

Continued...

5. Which of the following forms of leadership emphasizes tight top-down control, employee standardization and specialization, and management by impersonal measurement and analysis?
   A) Stewardship
   B) Authoritarian management
   C) Servant leadership
   D) Participative management
   E) Horizontal management

6. Sometimes organisational or personal changes create a situation in which a follower must withdraw from a particular leader-follower relationship. This requires the follower to have _____
   A) the courage to leave.
   B) the will to participate in transformation.
   C) the ability to face the challenge.
   D) the willingness to assume responsibility.
   E) the ability to delay change.

7. An alienated follower _____
   A) is active in an organisation.
   B) is obedient and reliable
   C) does not try to avoid risk or conflict.
   D) does not utilize critical thinking skills.
   E) is passive, yet an independent thinker.

8. Which of the following types of leaders uses unconventional means to transcend the status quo and create change?
   A) Participative leaders
   B) Coalitional leaders
   C) Charismatic leaders
   D) Transactional leaders
   E) Machiavellian-style leaders

9. In the context of stakeholder buy-in, who among the following are strong supporters and will help lead a change effort?
   A) Resisters
   B) Observers
   C) Partners
   D) Advocates
   E) Buyers

Continued...

10. The final stage of appreciative inquiry process is _____ by translating the ideas identified in the previous stages into concrete action steps.
    A) creating a destiny
    B) creating a vision
    C) redesigning an organisation
    D) discovering organisational strengths
    E) developing power

11. Working effectively with others requires that individuals _____
    A) regard their assumptions as fixed truths rather than temporary ideas.
    B) know their names.
    C) draw on subtle aspects of themselves and appeal to those aspects in others.
    D) do not let their emotions and beliefs affect others.
    E) use fear to motivate others effectively.

12. Which of the following will help leaders keep morale and motivation high in the face of corporate bankruptcies and dissolutions?
    A) Leading with head and heart
    B) Leading with fear as a powerful motivator
    C) Supervising by ignoring the emotional aspect of leading
    D) Creating avoidance behaviour in employees
    E) Enforcing compliance with job policies

13. Peers and subordinates with lax ethical standards _____
    A) do what they believe is right.
    B) show a commitment to ethics in their behaviour.
    C) create open-door policies.
    D) create value for the organisation
    E) feel free to act as they choose.

14. Which of the following is a behavioural trait of unethical leaders?
    A) Establishing and communicating ethics policies
    B) Withholding help and support
    C) Rewarding ethical conduct
    D) Setting examples for others
    E) Listening to followers

15. People at the conventional level of personal moral development _____
    A) act in their own interest.
    B) follow internalized universal principles of justice and right.
    C) follow authority with blind obedience.
    D) fulfil duties and obligations of the social system.
    E) are committed to the job task.

Continued....

16. Servant leadership is a form of leadership in which _____
    A) leaders are deeply accountable to others.
    B) leaders do not provide opportunities for material gains.
    C) self-interest is replaced by providing for the needs of others.
    D) leaders obey the followers
    E) power, purpose, and privilege reside with those at the top of the organisation.

17. Which of the following styles of followership do government appointees often demonstrate because they have their own agendas and a short period of time in which to implement them?
    A) Aggressive follower
    B) Conformist
    C) Passive follower
    D) Alienated follower
    E) Pragmatic survivor

18. Followers can influence their leaders by being _____
    A) critical of an organisation.
    B) submissive and passive.
    C) dependent, uncritical thinkers.
    D) intelligent and arrogant.
    E) a resource for the leader.

19. Which of the following is a traditional management role?
    A) Helping followers understand and learn
    B) Removing obstacles to growth
    C) Telling followers what to do
    D) Empowering followers to explore
    E) Delegating responsibilities

20. A leader can be a better leader when _____
    A) they take entire credit for accomplishments.
    B) followers are submissive and passive.
    C) followers are assertive and accommodating.
    D) followers compliment the leader and thank him or her for behaviour.
    E) followers idealize them.

21. Transformational leadership _____
    A) believes in the traditional management functions such as planning and budgeting and generally focuses on the impersonal aspects of job performance.
    B) inspires followers to go beyond their own self-interests for the good of the group.
    C) believes in an exchange process between leaders and followers wherein leaders recognize followers' needs and then clarify how those needs will be satisfied.
    D) entails strictly controlling people rather than striving to bring out the best in followers.
    E) empowers the employees to make decision on their own.

Continued...

22. Which of the following is a criterion that can guide ethical action?
    A) The action must increase the shareholder wealth.
    B) The action should serve the interests of the top management.
    C) The action must promote the self-interest of the employees.
    D) The action should allow employees to decide their job responsibilities
    E) The action should respect the rights of individuals and groups affected by it.

23. Which of the following statements is true of charismatic leaders?
    A) They try to maintain the status quo instead of creating an atmosphere of change.
    B) They use rewards and punishments to influence others.
    C) They use available means to achieve goals.
    D) They use unconventional means to transcend the existing order.
    E) They enforce employees' compliance with organisational rules.

24. The inclusive model of diversity includes all of the ways in which people differ including _____
    A) sleeping.
    B) compliance.
    C) dependence.
    D) eating.
    E) military experience.

25. Which of the following statements is true of diverse workforce?
    A) It can build stronger connections with various customers.
    B) It degrades the value of an organisation.
    C) It causes an organisation to lose its competitive advantage.
    D) It reinforces the glass ceiling in an organisation.
    E) It encourages unethical behaviour

26. A factor contributing to increased acceptance of diversity is _____
    A) discrimination.
    B) passive bias.
    C) uncertainty avoidance.
    D) globalization.
    E) prosperity.

27. Appreciative inquiry engages individuals, teams, or the entire organisation in creating change by _____
    A) reinforcing positive messages and focusing on learning from success.
    B) implementing new systems and procedure to facilitate the change.
    C) focusing on short-term accomplishments that people recognize.
    D) creating a results-oriented and aggressive organisational culture.
    E) enabling competition and reward.

Continued...

28. Lateral thinking _____
    A) solves a problem by orthodox and logical methods.
    B) stagnates creativity.
    C) is concerned with certainties and "what ought to be."
    D) moves people "sideways" to try different perceptions.
    E) is an effective way of encourage followers participation.

29. Electronic brainstorming generates more ideas than regular brainstorming groups because _____
    A) people can evaluate ideas of other group members.
    B) people can access good ideas
    C) people participate anonymously.
    D) the size of the group is generally large.
    E) more talented people can participate.

30. According to the eight-stage model of planned organisational change, _____
    A) a single leader can implement a major change alone
    B) a leader can communicate the urgency for change by providing people with required facts and figures
    C) short-term accomplishments hold trivial importance while considering a major change project
    D) followers can challenge leader's opinion.
    E) unless people see positive results of their efforts, motivation can wane during a major change project

Continued....

SECTION B: ESSAY QUESTIONS

Answer ALL FOUR (4) Questions in This Section. All Questions Carry Equal Marks.

Question B1

(i) A consultant recently argued that the emphasis on moral and ethical behaviour has distracted leaders from achieving key performance indicators such as profit, share price and market share. Do you agree? Should leaders put business issues first or ethical issues first? Justify. **(12 Marks)**

(ii) What is courage? **(3 Marks)**

Question B2

(i) Assuming that the Chief Executive Officer of your company has asked you to give a talk on the qualities and behaviours the leaders want from their followers. Discuss four (4) qualities and behaviours you would include in the talk. **(12 Marks)**

(ii) Why is it important for a follower to view the leader realistically? **(3Marks)**

Question B3

(i) How can a leader increase power through political activity? **(5 Marks)**

(ii) Discuss the four (4) tactics for asserting leader's influence. **(10 Marks)**

Question B4

How can leaders foster a creative culture in organisations? **(15 Marks)**

TOTAL: 60 MARKS

End of Page